



UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D.C. 20415

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IN REPLY PLEASE REFER TO

YOUR REFERENCE

August 18, 1972

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

President Nixon has asked that heads of departments and agencies review their policies with regard to achieving equal employment opportunity to ensure that they conform with his views expressed as follows:

I have sought and will continue to seek to enlarge opportunities for men and women of all religious, ethnic and racial backgrounds to serve in responsible positions, but the criteria for selection that I have employed and will continue to employ will be based on merit. I share your support of affirmative efforts to ensure that all Americans have an equal chance to compete for employment opportunities, and to do so on the basis of individual ability.

With respect to these affirmative action programs, I agree that numerical goals, although an important and useful tool to measure progress which remedies the effect of past discrimination, must not be allowed to be applied in such a fashion as to, in fact, result in the imposition of quotas, nor should they be predicated upon or directed towards a concept of proportional representation.

To assure that Federal employment policies are being implemented in accordance with the President's position, I am calling this to your personal attention. In this connection you may find helpful the attached Commission Memorandum of May 11, 1971, concerning the use of goals and timetables.

*Robert Hampton*  
Robert E. Hampton  
Chairman

Attachment